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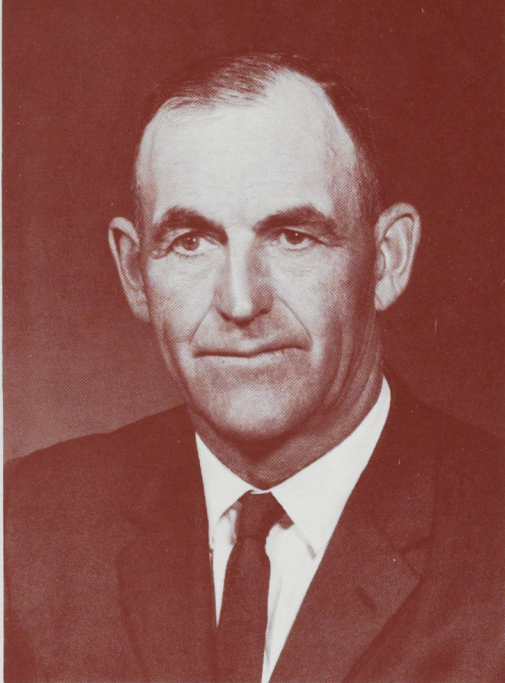
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forty years with our dairy pool



1925 to 1965



A Message From Our President

(RED DEER, ALBERTA, JUNE 8, 1965)

To All Our Members and Friends:

It is our privilege and pleasure, as your President, on behalf of your Board of Directors, to introduce to you at this time this copy of the History of our Organization.

To provide a complete history, of course, would require a much bigger volume. For that reason, this issue does not attempt to go into detail, but at this time we did want to place the credit for the development of our organization in the areas where same was most deserving. Of course we are referring to those in the early years who, through circumstance and interest, developed the ideas and had the courage to put them into practical terms.

In addition to that it is only fair that we complete the story to the present date and provide

at least a thumbnail of our progress, which includes the usual ups with the infrequent downs, all of which go to make up a rather normal pattern for an association and business such as ours. We are in a happy position today, in that we have many members and friends, an active organization, and the future as we see it, pretty well what we wish to make it.

We hope you will enjoy reading this copy and keeping it as one of your souvenirs.

Very cordially yours,

CENTRAL ALBERTA DAIRY POOL,

John J. Stone

J. J. Stone, President.

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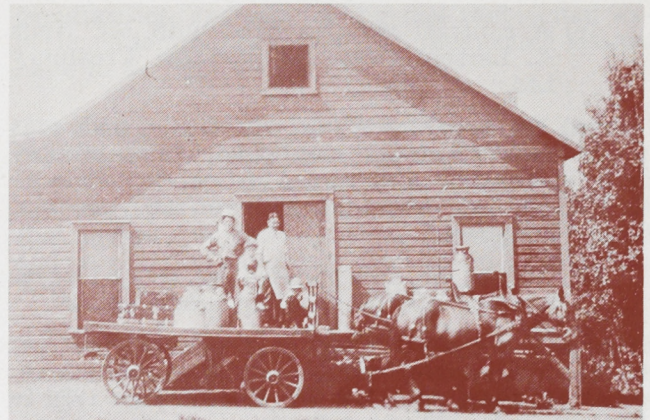
THE BEGINNING YEARS - SECTION I

The Little Acorn is the Starting Point for the Big Oak

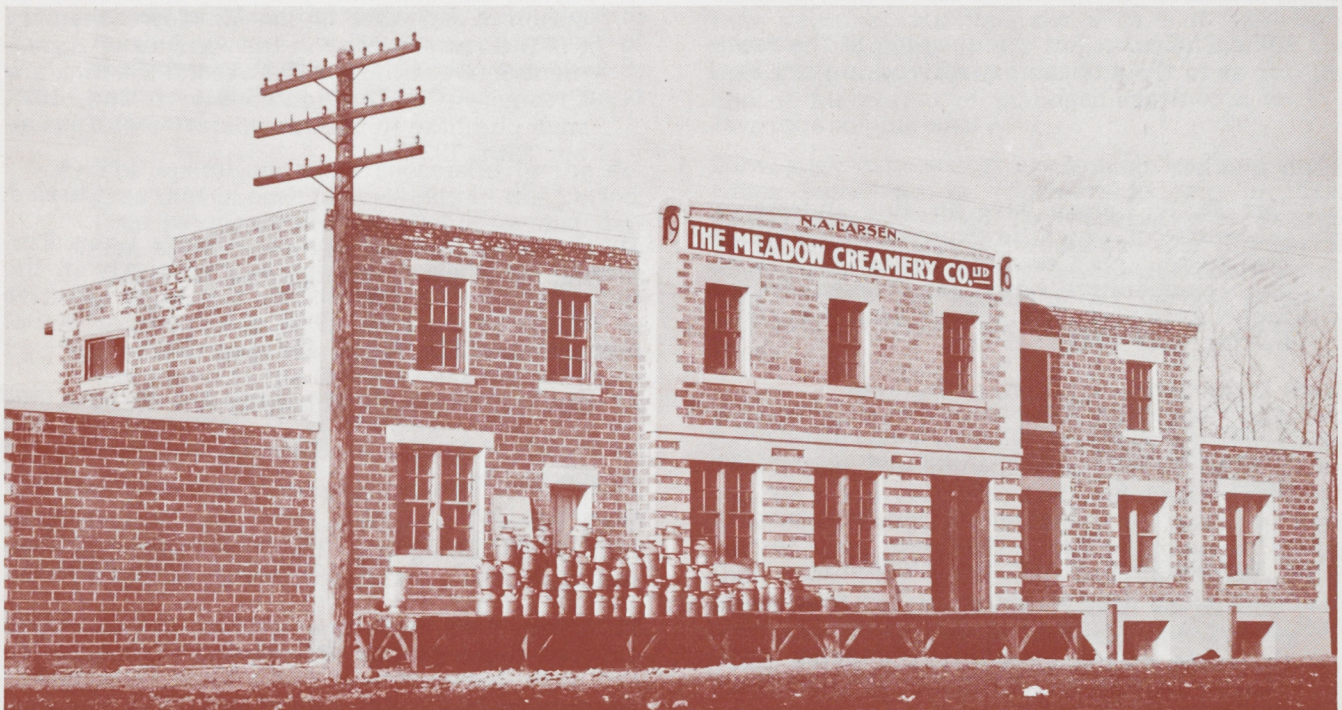
On January 1st, 1924, at Alix, Alberta, through the activities of the Eclipse Local of the United Farmers of Alberta Local No. 166 and at subsequent meetings, the Central Alberta Cream Producers' Pool was organized and that name was registered as the bargaining organization of co-operatively minded dairy producers in Central Alberta.

From January 1st, 1925 to December 31st, 1928, this organization operated by means of a partnership arrangement with Mr. Neils A. Larsen. Mr. Larsen, himself, had a humble beginning in the dairy business. Immediately hereunder is a reproduction of his first creamery plant at Alix.

By December 31st, 1928 the above plant, which represented a very modest beginning, had taken on a new look. In substance, the new look is reproduced just below.



Mr. Bert Holcombe, trucker, his two boys, a dog, and Mr. Neils A. Larsen. Approximate date of above picture - 1916.



From an operating pattern whereby Mr. Larsen, owner and operator of the Meadow Creamery Ltd., Alix, did custom butter manufacturing for the Central Alberta Dairy Producers' Association for the period January 1st, 1925 to December 31st, 1928, the Central Alberta Dairy Producers' Association became the owners and operators of the Plant, and Mr. Larsen became its first General Manager.

Time flies, and here are some of the points of history of the period 1924 - 1935 inclusive.

1. To have an effective association of people you must have an organization — in this instance the Central Alberta Dairy Producers' Association. Immediately below is the first Board of Directors of this Association — February 28, 1964:

President: Mr. A. C. Johnstone, Clive

Vice-President: Mr. A. Scott, Gadsby

Directors: Mr. B. C. Leonard, Sylvan Lake,

Mr. L. R. Forcht, Clive, Mr. John Wiggins,

Mirror, Mr. A. E. Allison, Ardley, Mr. H. Wil-

son, Federal.

2. The above Board of Directors were instrumental in the following:

- (a) A marketing understanding was arranged between the Delburne - Grainger group of dairy producers.
- (b) Districts were established in our Central Alberta territory.
- (c) A contract was finalized with Mr. Neils A. Larsen, owner of Meadow Creamery Ltd.
- (d) Fieldwork on a fairly extensive scale was undertaken and completed, which produced inside of one year an increase from 41 contract members to over 600 contract members.
- (e) Carried on and handled all related problems of this partnership arrangement.

Herewith are a number of pertinent excerpts from the Co-operative's Minute Book, which records decisions made by this Board, from 1924 to December 28, 1928 as follows:

February 7th, 1924: At a meeting in which Mr. A. C. Johnstone was Chairman and 70 producers were in attendance, the following motion was made.

"The Chairman put the question to the meeting as to the advisability of working the Pool on a contract basis".

Unanimous approval.

Then another excerpt:-

"Mr. N. A. Larsen gave an able address, in the course of which he expressed his willingness to rent his Creamery to the Association on a co-operative basis. Mr. Larsen gave a report as to his financial record in his business for the year 1923".

Here is another resolution, as follows:-

"That this meeting go on record, favoring a Cream Shippers' Association, on a contract basis".

Motion carried unanimously.

Then still another at the same meeting:-

"Moved by Mr. F. McDonald of Mirror and seconded by Mr. John Wiggins of Mirror, that the name of the association be "THE CENTRAL ALBERTA CREAM PRODUCERS' POOL".

Motion carried.

At this last meeting there were present dairy producers from such localities as Mirror, Federal, Leslieville, Clive, Wimborne, Gadsby, Red Deer, Tees, Ardley, Sylvan Lake, Alix and several other points not specifically recorded.

Then a further small change in the corporate name by a Resolution passed on July 26, 1924, as follows:-

"Moved by Mr. Wiggins and seconded by Mr. Learned that we endorse the change in the name "Pool" to "Association", and "Cream"

to "Dairy" thus making the name of the organization "Central Alberta Dairy Producers' Association".

Motion Carried.

Now we go to January 7th, 1925, where the following resolution was approved.

"Moved by Mr. H. Wilson, seconded by Mr. Meeres, that the Board authorize the Executive to enter into negotiations with the Meadow Creamery Co. Ltd., for the handling of cream and manufacture of butter under contract with the Association, and to have the necessary agreements drafted, and a copy submitted to the Directors for their consideration".

Carried

By this resolution the Central Alberta Dairy Producers' Association was in business on a partnership basis with Mr. N. A. Larsen, owner and operator of the Meadow Creamery Ltd., at Alix. Time marches on — and now it is August 21st, 1928. At this particular meeting a decision was made as follows:-

"Moved by W. C. Hitchner and seconded by W. R. Barker, that this board exercise its option of purchase of the Meadow Creamery Co. Ltd., as provided in the Articles of Agreement between the C.A.D.P.A. and the Meadow Creamery Co. Ltd., dated March 2nd, 1925, such purchase to become operative on December 29th, 1928".

Carried.

By this resolution the Central Alberta Dairy Producers' Association decided to go actively in the dairy business for themselves, this to be effective as of December 29th, 1928, equipped for actual operations at the 1st of January, 1929.

In any business of course, there are changes, and on June 20th, 1928, Mr. A. C. Johnstone resigned as President and Mr. A. Scott, Gadsby was elected to succeed him.

With the option purchase in their hands, the process of developing what the actual purchase price would be, was completed, being \$40,328.23.

It is one thing to buy, and of course it is still another thing to pay for what you bought. In this case, payment was made by a Government guaranteed loan in the sum of \$38,572.32. The payment completed the transaction, whereby all the assets of the Meadow Creamery Ltd., were vested with its new owners, the Central Alberta Dairy Producers' Association.

Another corporate change took place on February 1st, 1929 at which time the name of the Central Alberta Dairy Producers' Association was changed to that of the Central Alberta Dairy Pool Ltd. Although the original registration was intended to be the "Central Alberta Dairy Pool Ltd.", because of an error and/or misunderstanding, the actual registration was made as "Central Alberta Dairy Pool". This registered name has remained as our corporate name.

First Operating Period of the Central Alberta Dairy Pool

The period of time from January 1st, 1929 to December 12th, 1934 recorded good progress by this new Producers' Co-operative Creamery Association as follows:-

- 1) The Membership grew from 1462 to 3243 members.
- 2) The Central Alberta Dairy Pool, from a small plant in Central Alberta became the largest manufacturing plant in the area.
- 3) A marketing outlet under the name of the Mayfair Butter Company was established in the City of Vancouver.
- 4) Membership in the organization extended from the Saskatchewan border on the east, to the end of settlement west and south of Rocky Mountain House and an equal distance up the Lacombe-Rimbey railway line, and in the Red Deer area south to Wimborne and due east.
- 5) From 1925 to 1938 (inclusive), purchases from members and/or patrons was by means of an initial payment, very close to market prices. The balance, plus most of the savings in the operations, was paid in cash to members at or just past each fiscal year end.
- 6) The operations were successful to the degree that in each of the years in this period, final payments were available for distribution to its members as well as the availability of some funds to be held back as a reserve.
- 7) The mortgage on the Alix Creamery that was given to the Government for the guarantee was burned in a suitable ceremony in 1934 at Alix.

Now we come to a human interest item which developed in the latter part of 1934 and as a means of adjustment, Mr. Larsen retired as Manager, effective April 1st, 1935.

Organizing a buying pool and then going into an actual partnership arrangement and fol-

lowing that, going into business completely on your own is a sizable undertaking. Dairy farmers, although businessmen in their own rights, undoubtedly appreciated that owning and running a manufacturing business could have its own peculiarities, and not having had that actual experience sometimes found that unexpected lessons have to be experienced.

Our Dairy Pool was no exception to the general experience of many similar types of groups. In our case the particular lesson period commenced in the latter part of 1934 and ended in July 1938. In that period our first General Manager resigned and moved to Vancouver and in July 1938, Mr. Wm. Adrian followed the same course.

In Mr. Larsen's case the differences developed over a matter of the wisdom or otherwise of the policy body moving actively in the day-today decisions in the operations.

In Mr. Adrian's case it was a combination of too much attempted expansion with not sufficient finances and actual operating experience in these new ventures. His was not a case of non-alignment on thinking of the Policy body against the operating management until very close to the end of his period of management.

Now, such experiences are not all loss and sometimes there can be considerable gain in these experiences, provided the experience is remembered. By and large we would say that this period of experience did not by any means result in all 'loss'. Albeit, the speed of our normal progress was much reduced for a considerable period of time.

Before the above-mentioned interlude there had been recorded excellent progress by the Dairy Pool under the management control of Mr. Larsen. He was a very able man and equally genuinely a co-operator. Mr. Adrian, too, made a number of very worthwhile contributions. Further than that, they both went out into other fields of activity and, in doing so, each again exhibited their individual talents in their respective histories of personal progress.

THE YEARS 1936 - 1938 - SECTION II

A One-Plant Organization is Increased to Four

Mr. William Adrian of Saskatoon succeeded Mr. Larsen and became the Dairy Pool's second General Manager. His term of appointment was effective on April 1st, 1935 and was terminated in mid June, 1938, but not before being able to leave a performance schedule that indicated continued growth, albeit sometimes attendant to it were

certain operating problems, some of which, at the time, seemed to be almost overpowering, but many times are just complementary to a growth pattern not uncommon in our commercial business world. For instance, in Mr. Adrian's time the following developments in the business history of the Dairy Pool were recorded.

- 1) A roller dryer was installed at Alix to produce buttermilk powder, April 2nd, 1935.
- 2) A greater use of trucks as against the railroads for cream pickup was the decision of June 6th, 1935.
- 3) Agreement that the packaging of butter prints under private label for the British Columbia market be undertaken, decision October 30th, 1935.
- 4) Decision to build a Condensed milk plant in Central Alberta decision April 24th, 1936. It was later decided this building would be erected in Red Deer and was later known as Plant No. 2.
- 5) Decision to rent and operate a Creamery at Bowden, which license up to this particular time was held by the Bowden Co-operative Producers' Association, decision October 21st, 1936, and this plant marked as Plant No. 3.
- 6) Decision to sell the butter distribution plant in Vancouver, known as the Mayfair Butter Co.
- 7) Decision by our organization to buy a Creamery at Acme, known as the Acme Creamery, this to be known as the No. 4 plant. Decision October 21st, 1936.
- 8) Official opening of the Condensery Plant at Red Deer by Premier Wm. Aberhart, November 1936. Immediately following this opening, the plant was placed on an operative basis.
- 9) Decision by our Board of Directors to borrow \$100,000.00 by the issuing of debentures, decision December 9th, 1937. This

was never proceeded with. Instead, a capital loan of \$45,000.00 was secured and made available through the Pool's bankers.

- 10) Transfer of the operating Head Office of the Dairy Pool from Alix to Red Deer, December 9th, 1937.
- 11) Over-production at the condensery with very low sales made it necessary for the condensing operation to be closed down, fluid milk to be separated and the cream turned into butter and the skim milk turned into powder. The separating was to be done at Red Deer and the butter making and drying to be done at Alix. Decision of June 13th, 1938.
- 12) On June 28th, Mr. Wm. Adrian resigned as General Manager, to take effect on July 1st, 1938.

From June 29th to August 19th, 1938 and the appointment of a successor to Mr. Wm. Adrian, Mr. C. L. Harper was appointed as acting Manager. During this period Mr. J. D. Johnstone resigned as President and he was succeeded by Mr. G. K. MacShane of Bowden. At the same time, Mr. Magnus Opel of Alhambra became Vice-President. Due to poor sales experience on evaporated milk, the plant staff at the Condensery at Red Deer was reduced to a limited number necessary to take care of the receiving of the raw milk, and to handle the separating and the provision of such clerical work as was necessary with the reduced operation.

By a board resolution of July 29th, 1938, Mr. E. A. Johnstone was appointed General Manager to succeed Mr. C. L. Harper who had been managing in an acting capacity.

THE SHORT PRE-WAR PERIOD 1938 - 1939

SECTION III (A)

One of the first things decided by the board of directors of the day was that, although the Condensery was closed, the plant itself was not for sale. The original trademark of our products was changed from "ALPINE" to "ALPHA". The change was made necessary by the fact that the trade label "Alpine" was not available to our organization.

During this short period certain changes and/or improvements were made at our various plants.

- 1) At Alix: A power house was built, extensive repairs were effected and the fleet of cream trucks were traded in for new and larger equipment.
- 2) At condensery plant No. 2: By means of a test run in late 1938 finished product costs were established, plant production and a pattern of sales were set up, and permission was received from the bank that the plant, at the discretion of the management, could recommence operations. Further than that, the operating Head Office in downtown Red Deer was closed and the staff moved to the Condensery building.

- 3) There was a general outline drawn up of the various territories to be served by the three major Dairy Pools in the Province; the Northern Alberta Dairy Pool Ltd., on the north and our own in the centre, and the Southern Alberta Dairy Pool on the south. In this short period of time our territory was defined as being bounded on the north by the southern territory line of the Northern Alberta Dairy Pool and bounded on the south by the territory line of the Southern Pool.

It seemed desirable for many reasons that a clear understanding be established between the three co-operatives. This was effected by a letter of understanding on the item received from the General Manager of the Northern Alberta Dairy Pool Ltd., Mr. C. E. Christensen, who at that time was also General Manager of the Southern Alberta Dairy Pool on a supervisory basis.

This territory line is more clearly set out in the map of our Province which indicates

the three territories as they were made by arrangement in the forepart of 1939. By the setting up of these boundaries, the Creamery Plant at Acme was sold to the Southern Pool on August 31, 1939. There

have later been minor adjustments, but in the main the designated line on the north is still recognized and on the south it disappeared in 1949 at the time the Southern Alberta Dairy Pool ceased operating.

THE SECOND WORLD WAR PERIOD

1940 - 1946 - SECTION III (B)

The declaration of a Second World War, which nearly assumed global basis, did not materially affect our businesses for approximately two years. However in 1941 a shortage of some vital supplies was in evidence and almost immediately this shortage began to affect our industry — two in particular, namely, gasoline and rubber.

Our Canadian Government set up in our province a truck administration. The responsibility of this office was to conserve gasoline and rubber and any other vital materials of which our Country might be running into a position of short supply. One of the chief areas of interest that this office had in our industry (was a means of reducing consumption of gasoline and rubber) was the elimination of duplication of travel by trucks on cream pick-up. An ordinance in this respect was issued as follows:

"In order to reduce the consumption of gasoline, wear of tires on dairy trucks, it is decreed that no dairy or creamery truck may operate within an area that is closer to another plant than its own".

Our Dairy Pool had trucks operating out of Consort on the east and Rimbey on the north-west, Rocky Mountain House on the West, and Wimbborne on the south and all areas included inbetween. Therefore, this ordinance would in effect reduce the possible production of butter at our Alix plant from approximately two million pounds per year, to three hundred and fifty thousand pounds per year.

Further than that, at that time there was no indication as to how long the war would last or what other hardships could arise therefrom, all or most of which could interfere with the future of our dairy co-operative.

We all had confidence that the war would end someday and that right would be victorious, but we did not know the time, nor the number of hardships that might have to be endured inbetween. The Board of Directors of the day were also cognizant of the harm that curtailment of service to our members would have on the future of our organization, and accordingly the following decision was made.

From 1938 - 1941 our organization had found it necessary and advisable to spend on improvements, changes and/or additions to our Condensery an amount of approximately \$100,000.00. It was decided that because of the above-mentioned conditions, our organization should from this time forward direct its interest and attention on

an enlargement of our facilities to serve our cream shipping members, and to meet this requirement, where possible, at reasonable cost by the establishment of other butter manufacturing plants.

The next several years, therefore, saw the number of plants in our organization — which at this time was three: Alix, Red Deer and with our rented plant at Bowden, eventually increased in number to twenty-three. In these movements four plants were closed. The first part of this plant growth history began in 1941.

June 16, 1941—Leased the Bentley Creamery and the next year purchased it.

November 6, 1942—Purchased the Delburne and Elnora Creameries which were owned by Mr. Fred Setters, who became associated with us in the capacity of Office Manager.

February 11, 1943—Purchased the Ponoka and Stettler Creameries.

February 1944—Northern Alberta Dairy Pool Ltd., having bought several creameries from Burns & Co., had in the group the New Norway Creamery which was located in our territory and our organization took over this Creamery from the Northern Alberta Dairy Pool at that time.

February 9, 1944—Our organization was forced to give up its license to operate a Creamery at Bowden, but was able to purchase the Eckville Creamery in its place.

June 5, 1944—Edberg Co-operative Creamery Association came into our organization. From that time until it was closed, it operated as one of our branch plants.

July 18, 1944—Changed from butter making at Delburne to the making of cheese. This experiment did not prove practical so we recommenced making butter, after a trial period at cheese manufacture.

July 28, 1944—Purchased Olds Creamery.

January 4, 1945—Purchased the Coronation Creamery and the Hanna Creamery from Swift Canadian Co. The Hanna Creamery being in the territory of the Southern Alberta Dairy Pool, this creamery was transferred to them at our cost.

In the period just mentioned, the premises of the Condensery were extended by adding 100 feet on the south and 70 feet on the north end, and the erection of a warehouse, 40' x 300' on the west.

SECTION IV - POST WAR HISTORY

THE WAR IS OVER

Everyone rejoiced that on August 14th, 1946 the Second World War was declared over. After the First World War business went stagnant. Many thought that the same condition would likely repeat itself after the second. However the pattern was not the same, for almost immediately full productive employment was with us again, and Canada at a national level, although heavy in debt, did not suffer any business relapse. In this period our Dairy Pool continued to make progress. An example of this is given below:

- 1) October 1945: The Company Pension Plan was inaugurated to become effective January 1st, 1946. This plan was by arrangement with the Northern Alberta Dairy Pool, identical in most all respects and became operative on the same effective date.
- 2) June 13, 1946 the Company took an option on the Rimbey Creamery and later purchased it. This enabled us to have the services of Mr. O. O. Lundberg, who was transferred to Alix as Manager of that plant.
- 3) In September 1946 our organization received a setback operation-wise by the farmer's non-delivery strike. Approximately two-thirds of our plants were closed down for a period of time. Had the strike continued any longer, it would have caused serious and substantial damage, particularly to the welfare of our condensery operation.
- 4) Then in October 1947 our company adopted a Sickness & Accident Insurance Plan with out-of-work benefits for its employees. In the meantime also, our poultry operation which had been operating without suitable premises was provided with a plant in Red Deer.
- 5) The Rocky Mountain House Creamery was purchased in the latter part of 1947 after being offered to us. A plant in this area would provide much improved service to our members in what was known as the western part of our area of service.
- 6) In 1948 the Creamery at Bluffton was pretty well destroyed by fire. This Cream-

ery was offered to the Northern Pool and to ourselves. Under a partnership arrangement the Plant that remained after the fire, together with the Creamery licence, was purchased by our two Pools. As Bluffton was in our trading area, our organization rebuilt the plant and in 1949 it became one of our regular Creamery plants.

- 7) Then in 1949 the Southern Alberta Dairy Pool decided that it should cease operations. Accordingly the Calgary plant was taken over by the Co-op Milk in Calgary and the three country plants at Acme, Hanna and Brooks by our Dairy Pool.
- 8) 1952 also made its mark in that an offer by the City Dairy of Lethbridge, to sell, permitted our organization to have a plant in that City, which we felt might conceivably service that part of Alberta, especially cream shippers, for a reasonable period of time.
- 9) In 1953 it was decided between ourselves and the Co-op Milk Co. in Calgary that a useful purpose would be served for our respective memberships and also the best interests of the Co-operative movement in general, to amalgamate the Co-op Milk with our Dairy Pool. This movement was made effective February 1953.
- 10) Out of the merger of the Co-op Milk and ourselves also came our Honey Plant at Bassano. This plant began development in 1953 and additions were added as production and sales required more space.
- 11) Also in 1953 a fluid milk distribution plant in Red Deer, operating as Whitehills Dairy, became by purchase another unit of our organization.
- 12) The last plant addition to this particular life cycle of our organization occurred in 1956 when an Egg Drying Plant that was located on our premises discontinued business. Our organization took over the equipment and has from that time forward operated an Egg Drying Plant as part of our egg and poultry operations.

Some Further Changes

In 1960 our Delburne plant caught fire and was completely destroyed. As the plant production was not large, it was decided it would be more practical to provide receiving facilities with the actual manufacturing being done at Alix, a portion at Elnora and the balance at Red Deer.

Back in 1951 in order to have some alternate means of handling the fluid milk, in the event too much milk was being received at the Condensery, arrangements were made with the Neapolis Cheese

Producers' Association at their plant located 12 miles due east of Didsbury. Our organization therefore purchased and operated this plant for that purpose until the Commercial Egg Processors Ltd. spray drying equipment was made available to our Condensery here at Red Deer in 1956. At that time it was felt that the plant at Neapolis was no longer required and the equipment was disposed of and the building sold to the Neapolis Co-op Store.

Then in 1962 a combined Creamery and Roller

Drying operation at Didsbury was made available to us by its owners. As our Condensery had milk shippers in the surrounding area, and it did seem advisable as and when possible to establish sepa-

rate little milk pools outside the immediate Red Deer area, this plant was taken over and purchased and we began operating it as one of our own plants on January 1st, 1962.

Vertical Versus Horizontal Growth

The rather rapid increase in the number of operating plants in our organization ended in 1953. Up to that time our growth was possibly fairly equally divided between vertical growth as against horizontal growth. Vertical growth is a pattern, where, with the same number of plants, the volume turnover at those particular plants increases from year to year. Horizontal growth is that pattern where the principal growth area is occasioned by the addition of new departments and/or plants. The time period 1941 and 1942 and on up to 1947 seemed an expedient period that outside creamery plants inside our area should be acquired as and when they were available at values that could be considered reasonable. Most of these plants in themselves were quite small, but when they came into our organization they immediately began to service some of our members living in the vicinity of that particular plant. Therefore, the acquirement of these outside plants did not materially increase the sales volume of our organization, at least to the same extent as would be expected.

Actually in that period we had also another operating problem and of some magnitude. It arose out of this particular condition. Alix, for the handling of cream for butterfat, was geographically very ideally located, but for the reasons that have already been related, there was another problem facing the Alix operation. That was the cost of getting the raw product into the plant. Where you have a large butter manufacturing plant that is located in a large City, quite a bit of that production will come in on its own, and at less cost, because of other attractions and marketing in that location.

Where a large plant is located in a small community like, Alix, there isn't that same attraction, nor is there that number of trucks that are going out or in to or from that particular place taking goods out, and naturally looking for loads to come back in. Unfortunately therefore, the cost of getting cream into Alix was rising quite

rapidly and there didn't seem to be a workable way whereby these costs could be kept reasonable. The other side of this condition was this, that where we acquired an outside plant and some of the production that was previously going to Alix, was diverted to the new plant that was closer to the producer's homestead, it took away production from Alix. Albeit these intermediate plants are appreciated by our members in those areas. The end result of this was that Alix ended up with less than one-third of its original volume but still with the overhead of a large plant.

It was at this stage that a mathematical survey of the situation indicated that if the handling of Alix on print sales could be very greatly increased, then there should be available enough revenue from that operation, together with what remaining butter manufacturing was left at the plant to still provide it with a satisfactory operating picture.

Our estimate at that time was that you would need to handle five to six pounds of butter prints to equal the net operating surplus that would be developed under the manufacture of one pound of butter. Those of you who are acquainted with our operation at Alix, will appreciate that the amount of butter that Alix handles in prints is now many times the pounds of butter that it manufactures. The operational realignment has produced a suitable operation at Alix.

The horizontal growth period was pretty well concluded in 1953, however we did continue growing vertically. In 1953 total sales were \$8,268,518.14. In 1964 our total sales volume was \$17,353,650.32. In other words, the amount of sales done by the same number of plants was practically double from 1953 to the end of 1964. We might say that generally speaking, vertical growth is just a bit more practical than the horizontal type, but there are times when it is desirable and practical for a business to employ both types or patterns of policy.

In Summing Up

This brings us to December 31st, 1964. Immediately following this briefed-down history of our first forty years operation are a number of schedules. They are listed in our index under the cover of this particular story, and beginning at Section V. In these schedules you will see some figures on our membership progress. You will notice that our membership was higher some years back than it is today. This is the common pattern of the age — fewer producers, but with the average production considerably larger.

In Section VI you will also see the pictures of the presidents of your organization. Unfortunately some of these pictures are not too clear and thereby don't do proper justice to these men. Following that, in Section VII, is a list of your directors and the periods in which they gave service. Then in Section VIII there is something on the chief management officers and other staff personnel of your organization. Following, in Section IX, some of the important decisions are reviewed.

Commercial business, such as our Dairy Pool is, of course revolves around business, and figures are a necessary part of any business. Therefore, for those who like figures, Section X will provide an opportunity to study the growth pattern of your organization from 1925 to the end of 1964. Then in Section XI there is our Old Time Members, known in our organization as the 25-Year Group. Unfortunately we can't reproduce the pictures of all these groups, but we are going to reproduce a representative sample of them. Without people like yourself and them, the organization could not have shown the progress that it is able to record in these forty years.

Then last but not least perhaps, there can be this appendix — "What Of The Future?" In this particular Section XII we are not attempting to be a prophet, rather just simply listing those things that are possible, other things that could happen, and perhaps one or more that we feel undoubtedly will occur, be it this year, next year, or further on in the future.



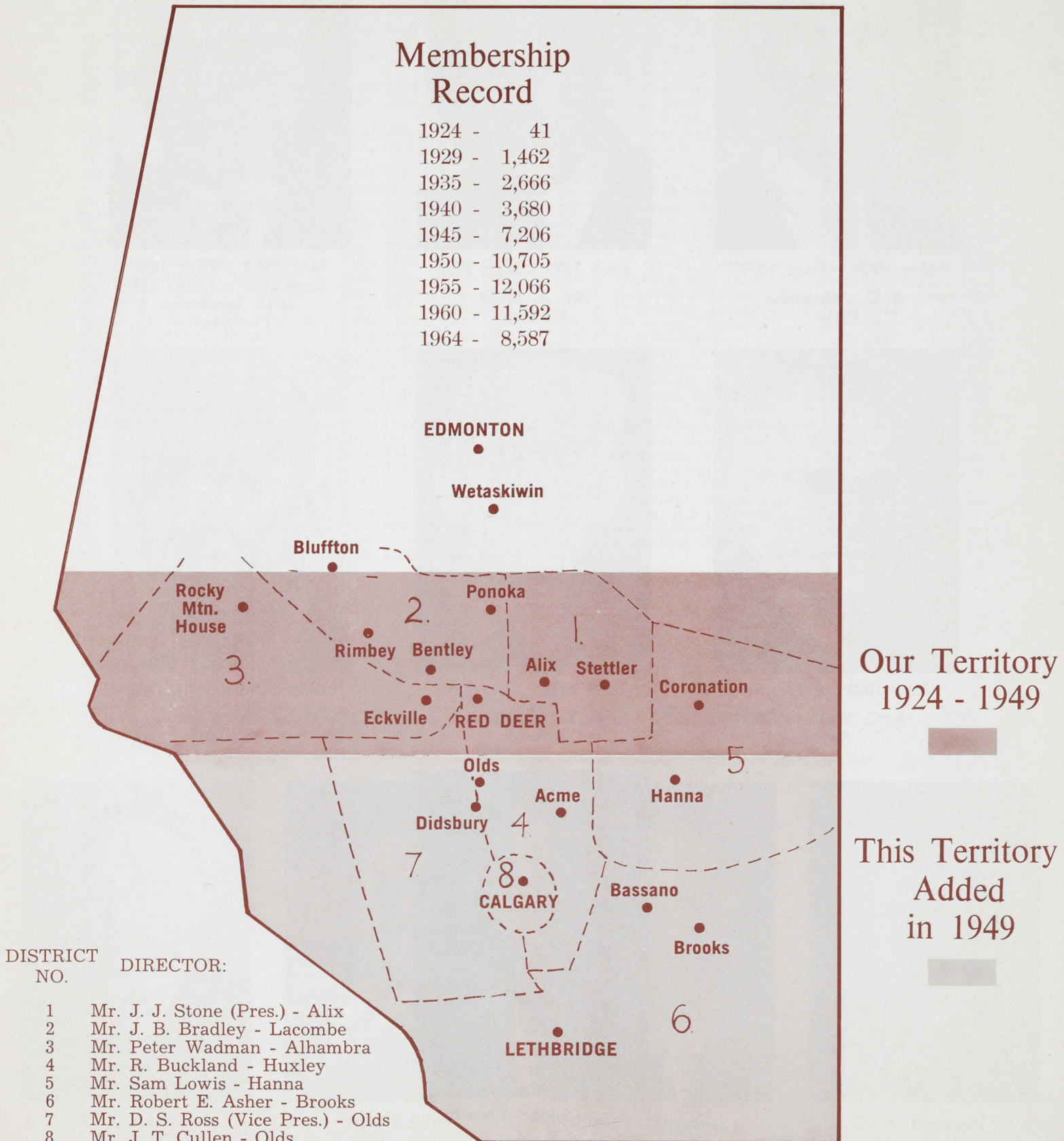
A BIRDSEYE VIEW OF OUR GENERAL OFFICES AND TWO MAIN PLANTS AT RED DEER

SECTION V

Central Alberta Dairy Pool Area of Interest in Alberta

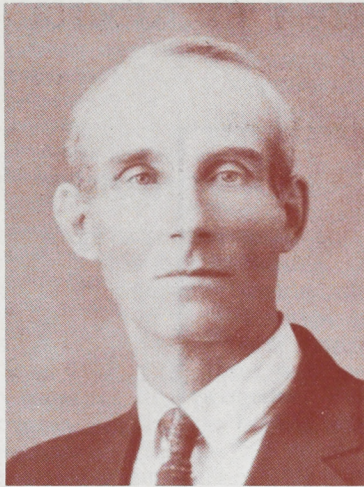
Membership Record

1924 -	41
1929 -	1,462
1935 -	2,666
1940 -	3,680
1945 -	7,206
1950 -	10,705
1955 -	12,066
1960 -	11,592
1964 -	8,587



SECTION VI

Our Presidents 1924-1964



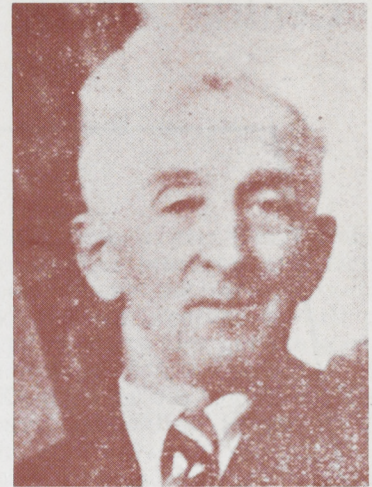
Nov. 1924 - June 1927

A. C. Johnstone
Clive



June 1927 - Mar. 1928

Mr. A. Scott
Gadsby



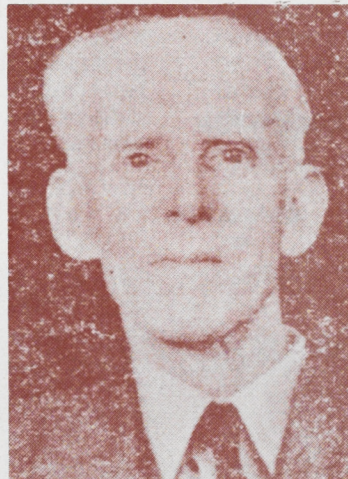
Mar. 1928 - June 1932
June 1935 - June 1938

J. D. Johnstone
Ferintosh



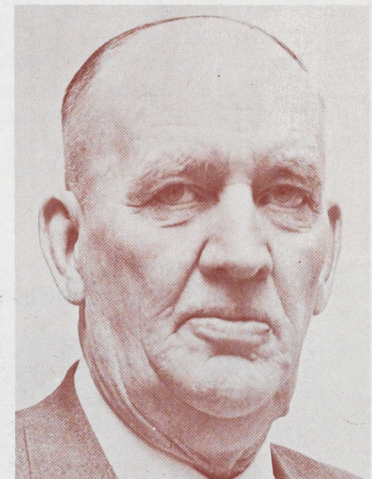
June 1932 - June 1935

A. C. Wolfersten
Alix



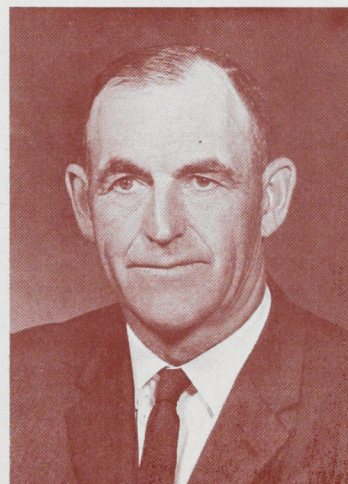
June 1938 - July 1944

G. K. MacShane
Bowden



June 1944 - June 1961

J. A. Wood
Elnora



June 1961 - Present

J. J. Stone
Alix

SECTION VII

Directors of Central Alberta Dairy Pool 1924 - 1964

Name and Address	Service Record	Name and Address	Service Record
Mr. A. C. Johnstone, Clive	June 1924 - June 1927	Mr. F. G. Brown, Acme	Mar. 1937 - Aug. 1942
Mr. W. A. Armstrong, Botha	June 1935 - Aug. 1937	Mr. G. K. MacShane, Bowden	Mar. 1937 - June 1944
Mr. A. Scott, Gadsby	June 1925 - Nov. 1925	Mr. O. W. Huppleheuser, Blackfalds	Aug. 1937 - June 1938
Mr. H. J. Wright, Ardley	June 1924 - Mar. 1938	Mr. G. E. Morrison, Erskine	June 1938 - Aug. 1947
Mr. H. Wilson, Federal	- Jan. 1925	Mr. M. Armstrong, Lacombe	June 1938 - June 1945
Mr. J. D. Johnstone, Ferintosh	June 1924 - Nov. 1926	Mr. Magnus Opel, Alhambra	June 1938 - June 1942
	Nov. 1925 - Feb. 1926	Mr. Jas. A. Wood, Elnora	June 1938 - June 1960
	- Aug. 1939	Mr. J. H. Crawford, Fenn	June 1938 - June 1946
Mr. G. Fretwell, Clive	Jan. 1925 - Feb. 1926	Mr. D. Fuite, Throne	June 1938 - Aug. 1942
Mr. H. J. Meeres, Condor	Jan. 1925 - Feb. 1927	Mr. F. Meriam, Doreenlee	Aug. 1939 - Dec. 1942
Mr. J. H. North, Erskine	- Jan. 1925	Mr. F. R. Davis, Veteran	Aug. 1942 - June 1945
Mr. U. G. Marryatt, Alix	Nov. 1925 - Feb. 1926	Mr. Adam Robertson, Bowden	July 1944 - June 1953
	June 1927 - June 1930	Mr. R. E. Edgar, Red Deer	July 1944 - Aug. 1946
Mr. A. F. Wright, Ardley	Nov. 1925 - Feb. 1926	Mr. J. A. Ross, Duhamel	June 1942 - June 1960
Mr. H. Rowledge, Erskine	Feb. 1926 - June 1927	Mr. W. Surratt, Bentley	July 1945 - Aug. 1946
Mr. A. L. Kirkeberg	Nov. 1926 - June 1927	Mr. M. McRae, Veteran	July 1945 - June 1946
Mr. E. A. Booth, Fleet	Nov. 1926 - June 1928	Mr. A. W. Green, Byemoor	June 1946 - June 1955
Mr. O. C. Thubron, Condor	June 1927 - June 1928	Mr. L. Bickley, Red Deer	June 1946 - June 1948
Mr. W. R. Barker, Lacombe	June 1928 - June 1931	Mr. J. Hutchings, Consort	June 1946 - June 1953
Mr. W. C. Hitchner, Gadsby	Mar. 1928 - Feb. 1929	Mr. J. B. Bradley, Lacombe	June 1946 - Current
Mr. G. E. Armstrong, Botha	Feb. 1929 - June 1929	Mr. F. Domoney, Penhold	June 1948 - June 1957
Mr. C. M. Butterfield, Veteran	June 1928 - Oct. 1930	Mr. J. J. Stone, Alix	June 1947 - Current
Mr. J. E. McKee, Benalto	June 1929 - June 1932	Mr. J. E. Blore, Craigmyle	Mar. 1950 - June 1950
Mr. S. R. Kerr, Lousana	June 1929 - June 1935	Mr. R. A. Rainbow, Brooks	June 1950 - June 1951
Mr. F. Georges	June 1930 - June 1931	Mr. G. E. Church, Balzac	Mar. 1953 - June 1961
Mr. T. Patridge, Monitor	Oct. 1930 - June 1931	Mr. C. J. Tiegs, Brooks	June 1953 - June 1955
Mr. F. Figarol, Coronation	Oct. 1930 - June 1931	Mr. D. J. Ross, Olds	June 1953 - Current
Mr. W. P. Young, Lacombe	June 1932 - Dec. 1932	Mr. Egon Jacobsen, Coaldale	June 1955 - June 1960
Mr. Dan Nelson, Monitor	June 1932 - June 1938	Mr. E. Ekman, Coronation	June 1957 - June 1960
Mr. J. W. May, Clive	Dec. 1931 - June 1935	Mr. P. Wadman, Alhambra	June 1960 - Current
Mr. J. Cochrane, Alhambra	June 1932 - June 1938	Mr. Edwin Crookes, Coronation	June 1960 - June 1961
Mr. R. Eisentraut, Botha	June 1932 - Feb. 1933	Mr. A. E. Eckert, Duchess	June 1960 - June 1963
Mr. C. R. Smith, Castor	Feb. 1933 - June 1935	Mr. R. Buckland, Huxley	June 1961 - Current
Mr. C. Wolferstan, Alix	June 1932 - June 1935	Mr. S. Lewis, R.R.1, Hanna	June 1961 - Current
Mr. J. Y. Greenwood, Lousana	June 1935 - June 1938	Mr. R. E. Asher, Brooks	June 1963 - Current
Mr. J. A. Keeton, Alix	June 1935 - June 1938	Mr. J. T. Cullen, Olds	Dec. 1961 - Current
Mr. H. Paulson, Consort	June 1935 - June 1936		
Mr. J. Skoodopole, Botha	June 1936 - June 1938		

SECTION VIII

Management Officers and Personnel



N. A. Larsen
1929 - 1935



Wm. Adrian
1935 - 1938



E. A. Johnstone
1938 - 1963



D. R. Marshall
1963 - Current

General Management		Retired
Mr. N. A. Larsen	1935	
Mr. Wm. Adrian	1938	
Mr. E. A. Johnstone	1963	
Mr. D. R. Marshall	Current	
Other Members of Management Personnel		
Accounting:		
Mr. F. J. Setters	1929 - 1952	
Mr. C. L. Harper	1937 - 1939	
Mr. J. W. Drummond	1938 - 1945	
Mr. Don MacKay	1953 - 1956	
Mr. Keith Booth	1956 - 1962	
Mr. Archie Logan	1961 - 1964	
Operations: Ass't General Managers		
Mr. Jim Martin	1948 - 1959	
Mr. R. V. Duffy	1959 - 1964	
Production Manager:		
*Mr. H. F. Price	Current	

Sales Manager:		
Mr. B. I. Lundberg	Current	
Comptroller:		
Mr. K. A. Johnstone	Current	
Other Regular Staff Personnel		- in 1929 - 5 in 1964 - 461

No business can grow without good, loyal associates and also loyal and interested members. Our Dairy Pool was fortunate in having both, a large and loyal membership and equally loyal and interested employees.

*Mr. Price has also been Secretary of our Annual Meetings from 1937 to this date.

*Our appreciation to our "membership relations medium", the Western Farm Leader, and its publisher, W. Norman Smith, 1938 - 1954.

SECTION IX

Important Decisions (All part of a Normal Growth Pattern)

- 1924 The decision by producers in Central Alberta to organize the Central Alberta Producers' Association and effect a partnership arrangement with Mr. N. A. Larsen, owner and operator of the Meadow Creamery Co. Ltd., at Alix, Alberta.
- 1929 The decision to buy the Meadow Creamery Co. Ltd., and secure Mr. N. A. Larsen as the plant's first Manager.
- 1935 The misfortune of the decisions by which Mr. Larsen resigned as Manager.
- 1936 The decision to build a condensery at Red Deer. For a time this looked like another unfortunate movement, but time and history has vindicated the wisdom of this decision.
- 1938 The decision, in order to better make a fresh start, to elect a new board and appoint a new manager.
- 1938 The decision to make our initial payments for all products from members equal to current market price.
- 1939 The decision to keep the condensery as part of the Central Alberta Dairy Pool and to reactivate this operation.
- 1939 The decision to offer to sell Acme Creamery to the S. A. D. P. as this plant was located a few miles south of our newly outlined southern boundary.
- 1941 The decision, because of the uncertainties of War, to better protect service to our membership, to acquire certain outside creamery plants as they became available at fair cost.
- 1946 The decision of the Farmers' Union of Alberta, in order to attract national attention to their problems, to call a non-delivery strike.
- 1946 The decision to set up a Company Pension Plan for employees.
- 1947 The decision to provide a Sickness and Accident Benefits Plan for employees, which Plan would include provision for Group Life Insurance and other benefits.
- 1949 The decision to take Acme, Hanna and Brooks plants from the Southern Alberta Dairy Pool and operate them as part of our own organization.
- 1952 To accept with thanks the proposal from Mr. N. A. Larsen, as follows: "That his will would contain provision for \$10,000.00 to be set aside for 21 years and the earnings therefrom in sum of \$400.00 per year to be distributed to eight members of our organization selected annually by our Board of Directors.
- 1953 The decision of ourselves and Co-op Milk in Calgary to merge into one operation, continuing to operate the amalgamated organizations under the name of the Central Alberta Dairy Pool but with the Calgary plant's name to be "Alpha Jersey Dairy".
- 1959 The decision to agree with the suggestion of the N.A.D.P. Ltd. to close our Edberg plant and all the immediate area south, west, and east, and all the territory north to the Battle River to be territory available to their Camrose plant.
- 1962 The decision, in order to add protection to our large investment in our Condensery, to create one or more smaller milk pools adjacent to the Red Deer plant. The first movement following this decision was the purchase of the manufacturing milk plant at Didsbury.
- 1964 Reaffirmation of a decision made years ago, that — whilst our present way of life is satisfactory, we should always be willing to examine any suggested plan which might, in the overall, be for the betterment of our membership and the co-operative movement, of which movement we are a part.

SECTION X

The Bulwark of Our Co-operative - Our 25-Year Members

"Our First 25-Year Group" - 1950



Left to right, front row: Mrs. B. Horner, Hespero; Mrs. W. C. Knapp, Ferintosh; Mrs. T. Smith, Eckville; Mrs. J. R. Kerr, Alhambra; Mrs. St. E. Sanderson, Alix; Back row: A. Rodvang, Throne; J. R. Kerr, Alhambra; T. Semple, Alix; W. C. Knapp, Ferintosh; T. Smith, Eckville; W. H. Hoppins, Huxley; St. E. Sanderson, Alix.

"Our Latest 25-Year Group" - 1964



Left to right - seated: Mrs. Ivan Parcels, Penhold; Mrs. O. De Atley, Rimbey; Mrs. Melvin Vig, Bentley; Mrs. Thelma Vig, Bentley; Mrs. J. A. Dyck, Rosemary; Mrs. Fritz Bauman, Erskine; Mrs. J. R. Payne, Lousana; Mrs. C. F. Ginther, Elnora; Mrs. Jake Ravensborg, Ponoka; Mrs. Peter A. Neufeld, Carstairs; Mrs. W. R. McCarty, Stettler; Mrs. Basil Armstrong, Stettler. Standing: Ivan Parcels, O. DeAtley, J. J. Dyck, Didsbury, Fritz Bauman, J. R. Payne, C. F. Ginther, Jake Ravensborg, Peter A. Neufeld, W. R. McCarty, Basil Armstrong.

Our Co-operative is indeed fortunate to have in its membership the people who appear in these two pictures.

They represent many, many others, who collectively first created our Co-operative and then throughout the years were a great strength to it.

SECTION XI

A Figure History of Our Pool 1925 - 1964

(Some Normal or Near Normal Years Not Listed)

Year	No. of Plants	Fixed Assets Cost \$	Accumulated Depreciation \$	Volume of Sales \$	Savings on Operations \$	Working Capital \$	Participation Certificates Still employed \$	Units of product to our plants by our members
1925 - 1928 inclusive (Partnership Operations)								
1926					22,176			
1927					23,664			
1928					20,607			
1929					19,097			
1934	1	45,379	2,650	334,544	21,541	30,058	31,291	718,164
1936	1	79,881	31,020	472,204	33,538	59,691	83,374	
1937	4	218,258	50,142	740,840	69,856	(52,581)	97,894	
1938	4	245,574	73,788	1,054,784	(13,935)	(83,709)	94,169	2,392,670
1939	4	259,967	98,567	1,025,628	(45,708)	(106,116)	94,169	
1940	4	255,438	115,194	915,310	44,178	(9,100)	111,633	
1941	3	263,680	135,347	1,004,487	55,870	24,935	123,478	2,483,275
1944	3	312,686	155,617	1,568,907	65,027	89,614	131,511	
1946	12	552,440	266,924	2,966,940	89,967	102,984	259,588	
1947	13	674,221	358,528	3,401,111	39,723	155,724	343,075	5,715,670
1950	14	786,787	398,777	5,164,613	116,884	109,752	355,468	
1953	19	1,243,805	648,891	6,443,312	110,592	405,463	707,785	7,214,706
1956	23	2,174,280	1,120,325	8,168,941	115,264	480,275	1,104,808	
1959	22	2,700,795	1,622,786	9,760,115	111,817	606,669	1,270,184	
1962	22	3,209,426	2,123,503	12,908,026	223,489	989,226	1,740,432	11,275,961
1963	23	3,858,871	2,626,141	15,764,706	228,663	1,727,737	2,070,139	
1964	23	3,957,038	2,789,188	16,220,881	252,638	1,909,013	2,221,506	
	23	4,230,532	2,972,879	17,353,650	305,458	1,969,980	2,355,373	13,939,725

Notes: 1) Under "Savings on Operations", () indicates "Loss on Operations".

2) Under "Working Capital", () indicates "Shortage of Current Assets to Current Liabilities".

3) Under Units of Product - Indicates a Lb. B.F., or Lb. Poultry or Dozen of eggs, etc.; principally B.F.

SECTION XII

What of the Future?

- 1) As butterfat for manufacturing purposes is still the main department in our Dairy Pool, perhaps a few figures would be of interest.

First, a brief history of Creameries in Alberta:

Year	No. of Manufacturing Plants (Butter)	Average Plant Manufacture in Lbs. B.F. to Lbs. Butter
1900	42 Plants	47,000 lbs. Butter
1925	99 Plants	198,000 lbs. Butter
1940	95 Plants	314,000 lbs. Butter
1955	89 Plants	352,000 lbs. Butter
1964	82 Plants	485,519 lbs. Butter

Then, some of our own figures:

Year	No. of Manufacturing Plants	Average Plant Manufacture in Lbs. B.F. to Lbs. Butter
1925	1 Plant	489,140 lbs. Butter
1940	3 Plants	907,370 lbs. Butter
1955	19 Plants	384,799 lbs. Butter
1964	19 Plants	488,203 lbs. Butter

Since 1925 a gradual decline in the number of plants in the province is indicated, but at the same time an increase in the average plant pro-

duction. Our own history is somewhat different - a substantial increase in the number of our plants, but with the average plant production just holding steady with that of our first plant at Alix.

No doubt the future will show a further overall reduction in the number of plants, but likely the remaining plants will have a higher average production.

- 2) In order to keep per capita consumption of milk at present volume or near thereto, it will probably be necessary to offer the product in more forms and more packages.

- 3) We consider that one of our Board members Mr. Mark Armstrong, made a rather prophetic statement back in 1942, as follows:-

"That all dairy plants in our province should be owned by the people who supply the milk for these plants. The plants themselves would be co-operatively owned".

We feel that the future will likely show that this opinion is now, and was then, worthy of very close study and appropriate interest.

- 4) For economic reasons, and other reasons other than economic, our plants will be dropping in number and the average plant turnover will be higher, and through the years likewise, the number of co-operative organizations will also likely be less in number. These movements would undoubtedly, in the ultimate, add more strength to the co-operative movement in our country.

CENTRAL ALBERTA DAIRY POOL HEAD OFFICE - RED DEER, ALTA.

CREAMERIES Plant

- † Acme
- † Alix
- † Bentley
- † Bluffton
- *† Brooks
- *† Calgary
- *† Coronation
- Didsbury
- *† Eckville
- † Elnora
- *† Hanna
- † Lethbridge
- *† Olds
- *† Ponoka
- Red Deer 1
- * Red Deer 3
- † Red Deer 4
- *† Rimbey
- *† Rocky Mountain House
- * Stettler
- * FLUID MILK DEPTS.
- † EGG HANDLING STATIONS

Plant Manager
as at May 28, 1965

Wm. McClland
R. M. Edmondson
E. A. Scheller
D. McClelland
J. R. McCrady
O. O. Lundberg
A. L. A. Harding
A. C. Dyck
L. Abbott
J. Vonk
A. Rasmussen
G. O. Fry
C. Christensen
G. Heronemus
C. J. Neale
R. M. Toivanen
H. W. Payne
H. A. Gillespie
H. Williams
F. Neeser

CONDENSED MILK PLANT

Red Deer No. 2

ICE CREAM MANUFACTURING

Calgary

POULTRY PROCESSING PLANT & BROILER FARM

Red Deer No. 4 Ponoka

LOCKER PLANTS

Didsbury Rimbey

HONEY PROCESSING

Bassano F. Rathje

EGG DRYING PLANT

Red Deer No. 5

RECEIVING STATION

Delburne Mrs. M. Fuller

FLUID MILK PLANT

Red Deer No. 3

Some of our Plants



ALIX



RED DEER POULTRY



BENTLEY



CALGARY



BASSANO



DIDSBURY

